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ABSTRACT

This Critical Issue Bibliography (CRIB) Sheet provides annotations of resources in four areas that are essential for a comprehensive understanding of the issues related to faculty tenure. Tenure has become a highly debated topic, and administrators, faculty members, and the public need to become familiar with the complexities involved in the tenure process and the implications of the tenure system. Resources are grouped into these categories: (1) Opinions; (2) Process; (3) Legal Issues; and (4) Alternatives. The annotated bibliography describes 35 resources, all of which are in the ERIC database. (SLD)

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Faculty Tenure

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This CRIB sheet was updated in December 2001.

Critical Issue Bibliography (CRIB) Sheet:
Faculty Tenure

Tenure has become a highly debated topic in many higher education circles. State policy makers, institutional leaders, the professoriate, and the general public have all begun to reconsider the tenure process. As a result, it is important to become aware of the arguments for and against tenure, to become familiar with the complexities involved in going through the tenure process, to understand the legal implications, and to consider alternatives to the tenure system. This bibliography attempts to provide resources in these four critical areas that are essential for a comprehensive understanding of this issue. Only through a review of these various perspectives can we engage in an informed conversation about future possibilities.

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Opinions

EJ609971
Carroll, Linda L. (2000). Tenure and academic excellence. *Academe, 86*, 3, 22-25.
This article's discussion of college faculty tenure focuses on the positive role of tenure in fostering academic excellence through shared governance and creative scholarship. It notes the relationship between the rise of the managerial university and the accountability movement, and sees both as undermining educational quality by eroding faculty autonomy and by driving away talented faculty.

EJ586101
Richardson, J. T. (1999, Winter). Tenure in the new millennium [Entire issue]. *National forum, 79*, 1, 19-23.
This article looks at the decline of tenure in American higher education and the consequences of that loss.

EJ586102
Trower, C. (1999, Winter). The trouble with tenure [Entire issue]. *National Forum, 79*, 1, 24-29.
This article discusses the new scrutiny of faculty tenure by legislators and governing boards, and presents the views of four critics of traditional tenure.

EJ570400
Hogan, Patrick Colm. (1998, Sum). The ethics of tenure decisions. *Higher Education Review, 30*, 3, 23-41.
Examines two aspects of faculty tenure decisions with ethical implications: criteria used in deciding to retain or dismiss a tenure candidate, and what is possible to judge with reasonable accuracy when evaluating such a candidate.

ED410771
Bess, James L. (1997). *Contract systems, bureaucracies, and faculty motivation: The probable effects of a no-tenure policy*. Paper presented at the Annual Meeting of the American Educational Research Association.
This paper discusses the benefits and problems of tenure at higher education institutions in light of criticisms of a lack of faculty accountability.

EJ552352
(1997, September/October). On post-tenure review. *Academe, 83*, 5, 44-51.
The report, prepared by the American Association of University Professors, outlines new proposed policy on post-tenure review of faculty. It presents arguments for and against the practice, discusses its use for dismissal purposes, offers guidelines for establishment of a system for periodic evaluation of tenured faculty, and outlines standards for good practice.

EJ549266
Finkin, Matthew W. (1997, July/August). The assault on faculty independence. *Academe, 83*, 4, 16-21.
The article traces the debate over faculty tenure and academic freedom, and examines the various arguments used for and against tenure. Looks at the fact that the debate is really about the balance of power between administrators and faculty, and looks at the place of permanent faculty within the college.

ED409812
Keith, Kent M. (1997, March 25). *Faculty attitudes toward tenure and academic freedom at private universities*. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.
This paper presents the results of a survey given to tenured and nontenured faculty at five private universities regarding their feelings on the issues of tenure and academic freedom.

EJ537795
Magner, Denise K. (1996, December 20). University of Texas, with an eye on the legislature, starts a system of post-tenure reviews. *Chronicle of Higher Education, 43*, 17, A10-11.
The Texas legislature is pursuing a bill requiring regular post-tenure performance reviews for college faculty, intended to weed out lazy or incompetent professors. Many faculty express concern about the bureaucratic aspects of such a move, and about its effectiveness. Some observers find currently-required annual reviews for pay raises to be ineffectual in assessing long-term scholarship and productivity.

EJ516357
Burgan, Mary, & Greenberg, Milton. (1996, Fall). Considering tenure. *Educational Record, 76*, 4, 34-37.
Arguments are made for and against tenure. On the side of tenure, it is proposed that faculty must have the freedom to explore new areas of inquiry, and that tenure helps secure that freedom. In opposition, it is argued that reform of the overwhelmingly white, male academic labor market cannot occur while tenure policies persist.

ED404927
National Education Association. (1996). *The truth about tenure in higher education*. Washington, DC: National Education Association.
Looks at the "myths" and "realities" surrounding the issue of tenure in higher education. Also discusses the issue academic freedom, and the use of tenure in higher education today.

ED407908
Finkin, Matthew W. (Ed.) (1996). *The case for tenure*. New York, NY: Cornell University Press.
This collection of excerpts from essays, reports, judicial decisions, and the professional literature presents a survey of the issues concerning tenure in higher education and advances the case for retaining tenure as a means to guarantee academic freedom.

EJ497808
Perley, James E. (1995, January/February). Tenure, academic freedom, and governance. *Academe, 81*, 1, 43-47.
Tenure itself is not the central issue in the debate over faculty tenure; honest faculty evaluation, adequate faculty development, and termination when appropriate are the real issues as are fears that abandonment of the tenure principle would amount to abandonment of the principles of academic freedom and shared governance.

EJ497806
Arden, Eugene. (1995, January/February). Is tenure "obsolete"? An opinion and a survey. *Academe, 81*, 1, 38-39.
A survey of 63 college provosts and academic vice-presidents concerning evaluation of tenured faculty found that, although frequency and form of evaluation vary widely, the large majority of institutions do perform regular reviews of tenured faculty. Most respondents also felt that the tenure system works relatively well.

Process

ED450649
Kussrow, Paul G. (2001). Securing tenure and promotion at a college or university: A checklist.
This paper presents a checklist of actions a junior faculty member should take if he or she wants to secure tenure and promotion.

ED424813
Trower, Cathy A. (1996). *Tenure snapshot. New pathways. Faculty and Career Employment for the 21st century Working Paper Series*. Washington, DC: American Association for Higher Education.
This report presents a narrative summary of information received from 280 higher education institutions that responded to a survey on tenure policies, practices, and trends.

ED425682
Brown, Patricia Q. (1998). *Salaries of full-time instructional faculty on 9- and 10-month contracts*. Washington, DC: National Center for Educational Statistics.
This report presents 13 tables of data about college faculty salaries for 1996-97 based on data from the integrated postsecondary education data system.

ED407909
Tierney, William G., & Bensimon, Estela M. (1996). *Promotion and tenure: Community and socialization in academe. Academe SUNY series: Frontiers in education*. Albany, NY: State University of New York Press.
This book examines faculty socialization at American colleges and universities and presents the results of a study on the effects of promotion and tenure on community and socialization in academe. It is based on a study of institutional socialization and faculty peer review carried out at 12 colleges and universities in the United States. The book first presents conservative, liberal humanist, and critical postmodern views of academe and the problems facing higher education institutions, and then examines the framework for promotion and tenure at various institutions.

ED400771
Wales, Barbara A. (1996). *Tenure issues in American higher education: An overview*.
This report summarizes recent attitudes toward and developments in tenure-related issues. Tenure issues that appear repeatedly involve: 1) academic freedom; 2) job security; 3) the question of whether tenured faculty produce less; 4) relationship of tenure to the demise of mandatory retirement; and, 5) institutional inflexibility.

EJ503280
Follo, Eric J., & Others. (1995, Spring). Creating peer support groups to achieve tenure and promotion. *CUPA Journal, 46*, 1, 15-20.
Two Oakland University (Michigan) peer support programs have helped improve faculty performance in scholarship, teaching, and service by helping faculty cope with professional demands. One group orients the faculty member to the campus community and department and aids him/her in progress toward tenure and promotion. The second promotes publication of quality scholarship in teacher education.

ED388189
Lee, John. (1995, September 8). Tenure. *HERC Update, 1*, 3. Washington, DC: National Education Association.
This report provides a national overview of patterns of tenure in higher education based on data from the 1993 National Study of Postsecondary Faculty (NSOPF:93).

ED382149
Loope, David R. (1995, May 18). *Academic tenure: Its origins, administration, and importance*. South Carolina Commission on Higher Education Staff Position Paper. Columbia, SC: South Carolina Commission on Higher Education.
This paper explores the origins and history of tenure, the attainment and retention of tenure, and the reasons why the state should continue to grant tenure at state institutions of higher education. The historical review traces tenure and the principle of academic freedom in relationship to antiquity, the medieval universities, its origins in America, attacks on professors during McCarthyism, tenure and the civil rights movement, and current controversy regarding tenure and "political correctness."

Legal Issues

EJ623436
Smallwood, Scott. (2001). *Thorny tenure case at Case Western leads to sex-bias charges: A scientist with a strong publication record was twice denied tenure, and her data were seized.*
Describes the case of a female biology teacher who was denied tenure at Case Western Reserve University. Critics see her as a researcher who couldn't get along with students and who is blaming her problems on others. Supporters of the gender discrimination suit she is expected to file say that the Biology Department has a pattern of discrimination against women.

ED396608
Baez, B., & Centra, J. (1996). *Tenure, promotion, and reappointment: Legal and administrative implications*. (Report No. ASHE-ERIC-95-1). Washington, DC: ASHE-ERIC.
This monograph focuses on how legal principles surrounding tenure, promotion and reappointment which can be used to inform administrative practice. Scenarios and cases illustrate the conflict between institutional and individual rights and the societal legal problems.

EJ507718
Leap, Terry L. (1995, Spring). Tenure, discrimination, and African-American faculty. *Journal of Blacks in Higher Education, 7*, 103-05.
Presents some guidelines and strategies that college professors who feel that they have been victims of discrimination should consider before they decide to pursue litigation. Exhausting internal appeals, gathering evidence carefully, and looking critically at one's goals are advocated.

EJ501068
Drapeau, Donald A. (1995, January). Tenure traps: Legal issues of concern. *Journal of the Association for Communication Administration (JACA), 1*, 60-63.
Offers information and observations on six areas of legal concern in circumstances where tenure is denied and the individual decides to contest the decision. Advises making the

tough decisions early in the process, following the established process, and being as clear as possible in intentions and communication.

Alternatives

EJ608268
Wilson, Robin. (2000). A new campus without tenure considers what it's missing. *Chronicle of Higher Education, 46*, 36, A18-19, May 12, 2000.
Examines reactions of faculty, administrators, and state policymakers after three years of experience with a contract (rather than tenure) system at Florida Gulf Coast University. Reports that a faculty panel issued a report calling for automatic contract extensions for professors performing well and the possibility of legislative intervention this year.

EJ582089
Hebert, John E., & Others. (1998, Spring/Summer). Administrative portfolio: An alternative approach for assessing the performance of academic administrators. *CUPA Journal, 49*, 1/2, 15-21.
A rationale is offered for the use of administrative performance, representative functions, skills, roles, and activities that could be used to define assessment criteria are specified, focusing on the evaluation of department heads at a public university.

EJ547691
Trower, Cathy A. (1997, Summer). New pathways: Faculty careers and employment in the 21st century. *Metropolitan Universities: An International Forum, 8*, 1, 61-74.
This project is an attempt to reframe the debate surrounding tenure, and to look at future possibilities in academic careers.

EJ546186
Hamilton, Neil W. (1997, May/June). Peer review: The linchpin of academic freedom and tenure. *Academe, 83*, 3, 15-19.
Discusses the critical role of peer review in defending academic freedom and tenure, focusing on the origins of peer review in the United States, the role of the American Association of University Professors in defending free inquiry and speech, standards of ethics and competence, and the need to educate current faculty on their rights and responsibilities.

EJ546189
Edwards, Richard. (1997, May/June). Can post-tenure review help us save the tenure system? *Academe, 83*, 3, 26-31.
Discusses the use of post-tenure review to help preserve the tenure system at colleges and universities, focusing on the use of such reviews to encourage faculty development and productivity, ensure faculty control over the review system, and help marginal faculty improve their performance.

ED410794
Foerster, Amy, & Hurd, Richard. (1996, April/May). Unionization among college

faculty. *National Center for the Study of Collective Bargaining in Higher Education and the Professions Newsletter*, 24.
This article summarizes unionization trends among college faculty and analyzes the six collective bargaining elections which took place during 1995.

EJ506922
Cage, Mary Crystal. (1995, June 2). New Florida University to offer professors alternative to tenure. *Chronicle of Higher Education, 41*, A15.
Professors and the Florida State Board of Regents have agreed to experiment with an alternative to tenure at Florida Gulf Coast University, scheduled to open in 1997. Administrators will have the option of whether to offer new professors tenure or multi-year contracts. The arrangement is a compromise between elimination of tenure and the contract experiment and is limited to one of nine campuses.

EJ499554
Jervis, Jane L. (1995, January/February). The ideal academy. *Trusteeship, 3*, 22-25.
This article discusses the faculty appointment system at Evergreen State College (Washington), which does not have tenure, academic departments, or academic ranks, in light of an ideal system that might have a core of long-term faculty supplemented by short-term faculty. It considers the need to balance institutional flexibility with faculty employment considerations.

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